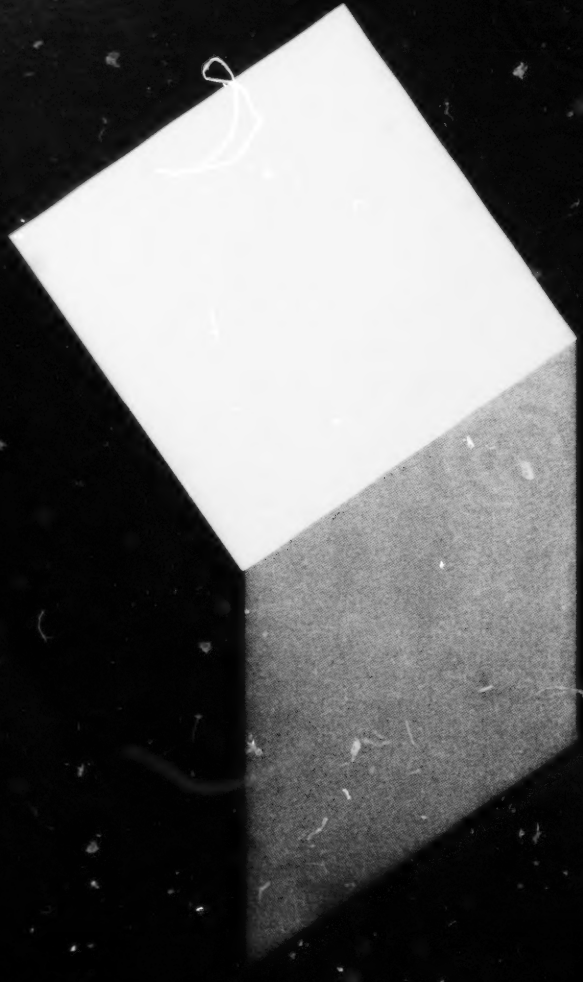
BUILDING LIBRARIES: Guidelines for the Planning and Design of Ontario Public Libraries



Building Libraries: Guidelines for the Planning and Design of Public Library Buildings

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Building Libraries: Guidelines for the Planning and Design of Public Libraries

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and Culture

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Minister's Message

For many librarians and library trustees, the building of a new library facility is an exciting but unfamiliar undertaking. I am pleased, therefore, that my Ministry is now able to provide *Building Libraries: Guidelines for the Planning and Design of Public Libraries,* a publication that deals specifically with design concerns and the construction processes for public libraries.

Building Libraries: Guidelines for the Planning and Design of Public Libraries can be used in conjunction with two other Ministry publications, *Ontario Public Library Building Survey 1980-1985* and *Carnegie Library Design Competition Winners 1985.* Together these resources provide a wealth of information for library boards contemplating either new or expanded library facilities.

Yours sincerely,

Lily Munro

Lily Munro
Minister

Foreword

This guidebook is a response to a clearly perceived need on the part of senior librarians, and library boards for a manual on the planning and design of the smaller public library for communities of 50,000 or less. Few librarians and fewer board members will experience more than one or two building or renovation projects during their careers. Thus a guidebook which describes clearly the planning and design process, outlines the most common pitfalls and mistakes, and responds to the dramatic changes in public library services, programs and needs is felt to be timely.

I would like to acknowledge the invaluable assistance and advice provided by the Advisory Committee: **Larry Eshelman**, Ontario Library Service, Rideau; **Rosemary Kavanagh**, Ontario Library Service, Trent; **Noel Ryan**, Mississauga Public Library; **Nancy Harsanyi**, Cornwall Public Library; **Nancy Jones**, Woodstock Public Library; **Edward George**, Essex County Public Library; **Subhash Mehta**, Pembroke Public Library.

The guidebook was developed by the Libraries and Community Information Branch with the assistance of A.J. Diamond Planners Limited, in close collaboration with Beckman Associates, Library Consultants Incorporated.

Many libraries were visited in researching this guidebook and the Advisory Committee would like to thank the following librarians for their comments based on their personal experience and understanding of public library facilities: Andrew Armitage, Owen Sound Public Library; Margaret Gunn-Robertson, Espanola Public Library; Elizabeth Rowland, Richmond Hill Public Library; Louise MacInnes, Wychwood Branch, Toronto Public Library; Sharon Moore, Sheridan Mall Branch, Mississauga Public Library; Rosemary Vajda, East Gwillimbury Public Library; Anne Marie Darling and Robert Dolphin, Bracebridge Public Library.

Wil Vanderelst
Director
Libraries and Community Information Branch

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Chapter 1 Overview

Changing Library Environment

In every community the public library is one of the most important sources of information. We are in an age when access to information is exploding across national and international boundaries, and our economy has rapidly shifted from an industrial to an information base. Pressures upon the public library to adapt to the rapid change in both the type and function of available information are therefore irreversible. The demands that communities are making of their public libraries were unforeseen even 10 years ago. These demands require both new buildings and expansion or adaptation of existing buildings that can meet rapidly changing needs.

The changes facing the smaller public library come from three sources:

Demographic and Lifestyle Changes

Most North American communities have experienced marked population and lifestyle shifts over the past 10 to 15 years. Smaller non-family households, single households, single parent families, and an increasing number of elderly have all increased in proportion to the traditional two-parent family household. Moreover across most of North America the generation that has grown up since the Second World War is generally better educated and has higher lifestyle expectations than their parents. There is an increasing awareness of the needs of the handicapped and of the necessity of providing this segment of the population with access to community services. The increasing elderly population is not only living longer, but is generally healthier and more active than in previous generations and is a growing consumer of community services. The steadily growing number of women who work outside the home has produced a shift in family size. Fewer children make a dramatic impact on lifestyles, on volunteerism, and on family needs and expectations for community services. Paradoxically, in spite of smaller family sizes, increasing numbers of households in which both parents work have produced increasing demands for child care, for formalized parent and child leisure activities, and for a high standard of children's programming and recreation activities. Finally, many Canadian communities have experienced an influx of a more diverse range of people of differing ethnic backgrounds, languages, and cultural heritages. To a greater or lesser extent these demographic and lifestyle shifts have had profound effects on the demands that communities make of their public libraries for collections, services and library buildings.

Technological Change

It is well recognized that we are in the midst of a revolution in the communication of information. Together the telephone, television and computer now make up a fully integrated information communication system which allows instantaneous interaction between the individual user and global information networks. There are now over 100 separate data bases available in North America allowing users to select and find information sources and online data. Technological access to information includes not only data and "hard" information, but non-print materials such as music, dance, theatre, film, video and the visual arts. Services to the public and internal library operations are being profoundly affected by computerization. The equipment and support systems needed to allow the public library to provide community access to these information systems and to increase staff efficiency are an essential new aspect of the planning and design of new or renovated buildings.

Economic Change

Every dollar of available capital funds must provide the greatest possible return in the creation of new or expanded library facilities. Scarce operating funds must not be dissipated on excessive energy and maintenance costs, upkeep of under-used space, or inefficient use of staff time and energy due to awkward or badly-planned buildings.

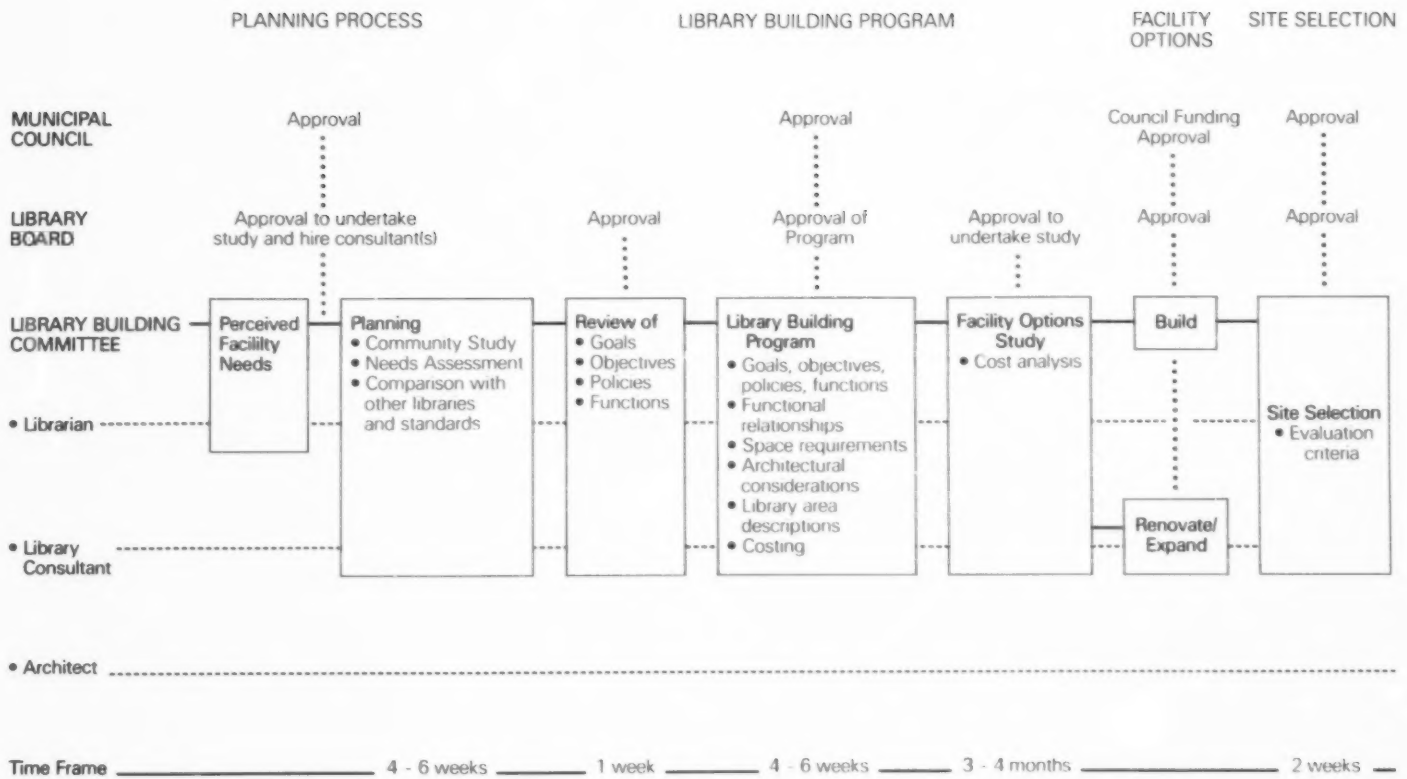
Library Facilities: Some Common Problems

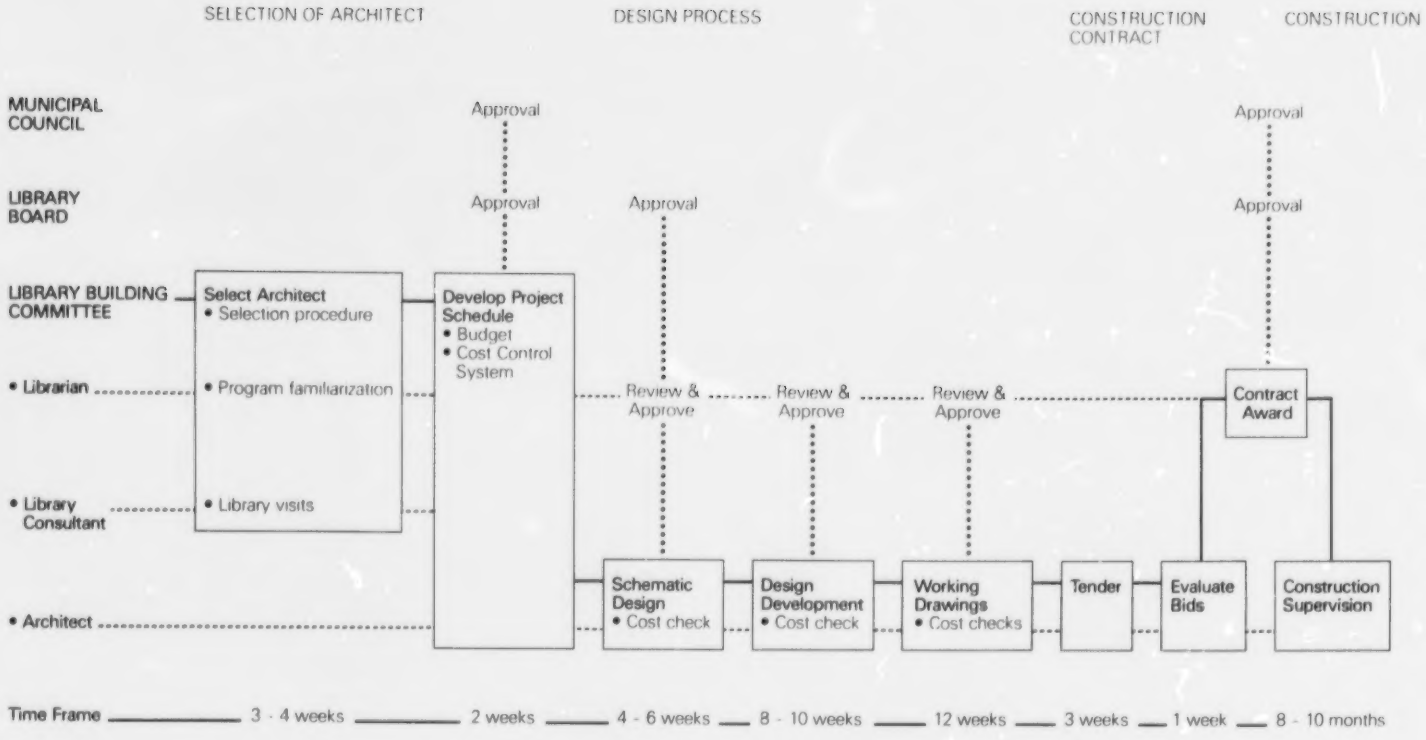
Very few library buildings constructed or renovated in Ontario during the past 20 years have reflected the special nature of library activities and the importance of the relationship of library functions to their physical environment. In particular, there seems to have been a misunderstanding of the relevance of special library requirements such as flexibility, lighting, control and accessibility. Many library design shortcomings, including those highlighted in the chart below, can be traced to a lack of library input during the planning process. As a result, the emphasis of this guidebook has been placed on the planning process during which time the librarian, library board and library consultant must clearly define the role and operations of the library within the community.

Selected Facility Shortcomings

Planning and Design Shortcomings	Consequences
Inadequate Planning for and Insufficient Space for Collections	• Libraries that are too small on opening day; overcrowding of collections; no specific area planned for reference and special collections.
Insufficient Space for Staff Functions	• Functions such as circulation and reference have outgrown the areas planned for them. • Small crowded staff lounge, insufficient lockers for part-time staff. • No shipping and receiving entrance next to staff work room.
Inadequate Numbers and Types of User Stations (chairs, tables, carrels, etc.)	• Overcrowding, especially after school, on weekends and evenings.
Inadequate Multi-purpose Room(s)	• Not enough space to meet the varied program needs of the community.
Inadequate Electrical Systems	• Limited electrical capacity for terminals, mini-computers, task lighting and online catalogues resulting in the need for expensive retrofits.
Poor Mechanical Systems	• Energy inefficient buildings and high operating costs.
Lack of Security System	• Expensive and unsightly retrofits.
Libraries in Shared Facilities	• Location, role and functions of the library are compromised.

The two charts that follow provide an overview of the planning process and the design process. They indicate the roles of those involved in the process and the steps to be taken, and suggest a reasonable time frame during which a typical project might be completed. The charts also serve as a visual introduction to the contents of the guidebook.


PLANNING PROCESS
LIBRARY BUILDING PROGRAM
FACILITY OPTIONS
SITE SELECTION
MUNICIPAL COUNCIL
LIBRARY BOARD
LIBRARY BUILDING COMMITTEE
• Librarian
• Library Consultant
• Architect
Approval
Approval to undertake study and hire consultant(s)
Approval
Approval
Approval of Program
Approval to undertake study
Council Funding Approval
Approval
Approval
Approval
Perceived Facility Needs
Planning
• Community Study
• Needs Assessment
• Comparison with other libraries and standards
Review of
• Goals
• Objectives
• Policies
• Functions
Library Building Program
• Goals, objectives, policies, functions
• Functional relationships
• Space requirements
• Architectural considerations
• Library area descriptions
• Costing
Facility Options Study
• Cost analysis
Build
Renovate/ Expand
Site Selection
• Evaluation criteria
Time Frame
4 - 6 weeks
1 week
4 - 6 weeks
3 - 4 months
2 weeks


SELECTION OF ARCHITECT
DESIGN PROCESS
CONSTRUCTION CONTRACT
CONSTRUCTION
MUNICIPAL COUNCIL
LIBRARY BOARD
LIBRARY BUILDING COMMITTEE
• Librarian
• Library Consultant
• Architect
Approval
Approval
Approval
Approval
Approval
Select Architect
• Selection procedure
• Program familiarization
• Library visits
Develop Project Schedule
• Budget
• Cost Control System
Review & Approve
Review & Approve
Review & Approve
Contract Award
Schematic Design
• Cost check
Design Development
• Cost check
Working Drawings
• Cost checks
Tender
Evaluate Bids
Construction Supervision
Time Frame
3 - 4 weeks
2 weeks
4 - 6 weeks
8 - 10 weeks
12 weeks
3 weeks
1 week
8 - 10 months

Chapter 2 The Library Building Committee

Good library buildings are usually the result of intensive collaboration between members of the library building committee: the librarian, library board representatives, the library consultant and the architect. The role of the library building committee is to analyse and project community library needs for a period of up to 20 years, and to plan a new or renovated facility that will house the services required to meet those needs. The committee is accountable to the library board from which it should seek approval on the selection of consultants, on the contents of the library building program, on site selection and on the selection of the architect. The committee should plan to meet regularly, and should keep a record of meeting minutes which should be appended to the library building program as described in Chapter 4.

Selection and Hiring of Consultants

Library Consultants

Few librarians have the expert knowledge required to undertake the complex process of library planning and design. It therefore is recommended that a library consultant be hired to provide information or assistance on one or more of the following: collection analysis, community study, user surveys, library management, library automation, technical services, public services, library building planning, programming and design. A library consultant, acting either as a full member of the library building committee, or as an occasional advisor or critic to the committee, will provide balanced and experienced objective professional input to the planning process, and will lend credibility and reinforcement to the librarian during what is often a highly political process.

Qualifications of a Library Consultant - These should include: experience in library consulting work, ability to be persuasive in putting forth arguments in defence of library requirements and functions, and knowledge of library information technology and architectural/engineering concerns. The consultant should also be supportive of the project and someone with whom the committee can work comfortably.

Before selecting a library consultant, the library board should prepare terms of reference which provide a synopsis of the background of the work and an outline of the board's goals and objectives. Guidelines for the preparation of these documents may be obtained from the Ministry of Citizenship and Culture's *Applicants Guide to the Community Facilities Improvement Program* (Toronto, 1985). The terms of reference should be sent to as many consultants as desired and a schedule to review applications and interview candidates should be established. Client references submitted by the consultant should be checked by the committee.

Architect

The procedure for selecting an architect also includes the preparation of terms of reference, and letters of interest which result in a short list of suitable candidates to interview. With the letter of interest to the architects should go a brief description of the community and the project, and a preliminary estimate of the size (i.e. cost) broken down into building and furnishings. The short list of architects selected, based on their responses to the letter of interest, should be invited to make a presentation to the board. It should be indicated that the architect who will be responsible for the project on behalf of the firm should be present at the interview, and that examples of previous work may be used in the presentation if desired.

An objective client-architect interview should be structured with a question list and evaluation process established in advance. Each architect should be asked the same

questions during the interview. A sample interview guide, which may be modified to suit particular circumstances, is included in Appendix A.

Qualifications of the Architect - These should include: a licence to practise architecture in Ontario, successful experience in library design, or experience in dealing with an institutional, multi-headed client and building committee, flexibility and responsiveness to user and functional needs, and ability to meet target budgets and schedules.

The architect's attitude towards the community, the board and the project will be an important factor in a successful collaboration. When possible, the library board should review and visit some of the architect's recently completed projects.

Roles and Responsibilities of the Library Building Committee

	Planning Process	Library Building Program	Facility Options Study
LIBRARY BUILDING COMMITTEE			
Library Board Representatives	• Authorize community study and needs assessment. • Hire library consultant. • Visit other libraries. • Review and revise library objectives, policies, functions. • Authorize preparation of the program.	• Participate in preparation of library building program. • Establish preliminary budget for the project.	• Authorize study. • Hire consultants as needed.
Librarian	• Collect data on library collections and services. • Identify implications of new technology. • Direct staff in review of functional procedures. • Provide explanations in review of objectives. • Collaborate with library consultant and keep staff informed of the process.	• May prepare written building program or may assist library consultant.	
Library Consultant	• May provide assistance or advice on the following: - community study - needs assessment - review of objectives and organization - new technology - effect of changes in library services on the new building.	• May prepare building program.	
Architect			

- Once the architect has been selected by the library building committee and hired by the library board, an orientation period should begin. The architect should be expected to thoroughly review the library building program as prepared by the committee (and described in Chapter 4) to gain a clear understanding of the specific library needs of the community. Secondly, the architect should visit a number of other libraries, with committee members and the library consultant, to analyse design strengths and weaknesses in recently completed library buildings.
- Following the orientation phase, the architect can be expected to: prepare preliminary schematic designs; prepare initial cost

Approvals	Site Selection	Architect Selection	Design Development Working Drawings Tendering	Construction
• Full board and council approval for building program. • Board approval for facility option study and proposed option.	• Approve criteria for site selection. • Evaluate sites. • Select site. • Recommend acquisition of site.	• Approve selection procedure. • Advertise. • Interview candidates; review work and references. • Hire architect.	• Review and modify plans. • Ensure both internal and external accessibility requirements have been addressed.	• Inspect building during construction.
• May assist in public presentation.	• Participate in site selection.	• Participate in architect selection.	• Review and modify plans. • Co-ordinate staff review of plans.	• Inspect building during construction.
• May assist in public presentation.	• May participate in site selection.	• May participate in architect selection.	• May review preliminary and final plans.	
		• While the role of the architect usually begins at this phase, he/she may be hired at an earlier phase.		

estimates; prepare detailed design drawings and an outline specification of building materials; carry out a cost check; prepare working drawings and specifications suitable for a builder; carry out a cost check prior to going to tender; prepare tender documents; administrate the tender period; advise the client on selection of a builder; supervise construction; incorporate change orders as necessary; confirm builder's claims for payment; make final inspection of the building and certify final payments.

- The architect will also hire and co-ordinate the structural, mechanical and electrical engineers.
- If the architect does not have experience in barrier-free design, consultative assistance in this area should be considered.

Chapter 3 Planning Process

Librarians and library boards often take for granted the purpose and reason for the existence of the public library. Why do we need a library? What should it accomplish? How will the library make the community a better place to live? It is particularly important during a period of expansion and/or change to clarify the role of the library in order to maximize its impact on the community. What should the role of the library be within the changing community?

The library building committee's initial task, therefore, is to re-examine the role of the library within the community. To do this, the committee should commission or undertake internally a study of the community's needs for library services and materials. The committee should also analyse data gathered by the librarian on current library services: size of collections, number of staff, level and number of library programs, circulation, size of the building, etc. The information on the library services and collections should be analysed in light of the findings of the community study.

Having determined that the community is in need of greater library services, the building committee should begin to think about the scope and level of service that might realistically be provided to the community for the next 15 to 20 years. In order to do this the committee should compare the library with libraries in other communities of a similar size, and also look at library standards as guidelines for determining collection, staff and service size. The implications of technology for library service should also be considered. At this point the committee should review, and change where necessary, the library's existing goals, objectives, policies and functions to ensure that they reflect the changing needs of the community. The committee may realize that the library's organizational structure must be changed to meet the perceived needs.

On the following pages, each stage of the planning process is elaborated. The process is an accumulative one with information gathered during each stage being used in subsequent stages. The final stage of the planning process is the library building program described in Chapter 4.

Community Study

If a new or expanded facility is to fulfill library objectives for a period of 15 to 20 years it is necessary to determine present community needs and predict future requirements. The committee must therefore understand those characteristics of the community that will affect the library collections, staff, services and space. As mentioned in Chapter 2, the community study is often conducted by the librarian or library consultant.

Selected Elements of a Community Study

Community Study	Implications for Library Services and Facilities
Population: What is the projected population of the community to be served by the library? Is there a weekend or seasonal influx?	• The size of the library collection is partly based on population statistics.
Age Levels: How many preschoolers, elementary students, high school students, young single adults, young families, elderly people?	• The size of the collections (adult, children) and the number and type of programs offered are influenced by the age profile.
Household and Ethnic Profile: Size and type of household, number of working parents, nannies and live-in grandparents. Languages of household, cultural backgrounds, customs, traditions, leisure and recreation interests. Library expectations.	• Size of English and non-English library collections will relate to ethnic profile. Size and variety of programs will relate to recreational interests and educational needs of community (i.e. crafts, language education, etc.).
Occupational Patterns: What is the professional, non-professional profile? What are the local businesses and industries? Where are they located? What are their information needs?	• Will the library offer information services to business and industry? Will the library seek financial support from local industry?
Municipal Growth and Development: Is there a local plan showing areas of projected growth? Where are the existing and planned transportation networks? What are the present community facilities, gaps in programming and service levels?	• The selection of the library site will be determined by existing and planned residential and commercial development, school sites and transportation routes.
Educational Facilities: How many private and public schools, community colleges, vocational institutions exist? Where are they located and do they have library facilities?	• Will the library provide collections and staff to meet the after-school needs of students? Will there be co-operation between the library board and the boards of education?
Community Service Clubs and Organizations: How many churches, clubs, sports centres, old age homes, hospitals and performing arts groups operate in the community? Where are they located and do they provide space or need space for activities and meetings?	• Will the library provide space for local groups? What size and type of space? Will the library provide outreach collections and programs for the sick, disabled and seniors?
Libraries and Information Centres: Where are the nearest public, school and university libraries which are presently used or to which users can be referred?	• What will be the role of the library relative to existing services and collections in nearby communities?

Sources of information on the community:

Census data
Planning department of the municipality or region
School boards (public and separate)
Department of recreation and parks
Chamber of commerce
Interviews with representatives of community organizations, business associations
Library staff
Public meetings

Needs Assessment

Before the committee members can plan changes for library services and the facility, they should review current library data on collections and services to understand better the limitations and deficiencies of the existing facility. A user questionnaire to determine library needs from the users' point of view is useful at this time to provide a focus for determining future library services. A sample questionnaire is shown in Appendix B. The librarian is usually the person best qualified to supply the information below, which is provided as an example of what may be needed.

Current Services and Related Facility Shortcomings

Some Current Library Services to Examine	Related Limitations to Note In Existing Facility
Collections Size of fiction, non-fiction, reference, children's collections, special collections, video, art, rental, etc.	• Collection area and shelving inadequacies (i.e. no area for local history collection and microfilm readers).
Staff Number of full-time and part-time staff.	• Number, size, location and configuration of work stations. • Size of lounge. • Number of lockers.
Community Programs Program frequency and audience size, special services.	• Is there a multi-purpose room? • Flexibility of room. • Accessibility and availability of room. • Size of room. • Supervision of room.
Users Number of users reading or working in library.	• Space for informal reading, reference work, and study. • Number, location and configuration of study tables, carrels and informal seating.
Miscellaneous Library environment.	• Flexibility of layout. • Quality of lighting. • Acoustics. • Level of control. • Quality of signage.

Comparison with Other Libraries and Standards

The findings of the community study along with the data on the current library services should be analysed in the context of communities of a similar size. The levels and types of existing library services in comparable communities should be examined and reviewed against accepted library standards. Comparison with other library standards will orient the library staff and library board to the level and types of existing library services, the size and scope of collections being developed elsewhere and the size and qualifications of the staff needed to perform the services. The study will also reveal new directions in library services implied by technological advances. The contextual perspective will assist the library staff and library building committee in the review and revision of library objectives, policies and procedures designed to meet their own particular needs.

Establishing a Context for Library Services and Facilities

Other Libraries and Standards	Implications for Library Services and Facilities
Library standards should be examined for size and scope of collections, number of staff, hours of operation (See p. 20.)	• The recognized standards prepared by the American Library Association and other library associations will enable a library board to measure existing services and justify the need for new library services and/or facilities.
The wider library community, including the existing system-wide and regional library networks, must be identified. The Ontario Library Service should be contacted for further advice and assistance.	• Existing programs for collection development, resource sharing, shared processing, inter-library loans, etc. will affect size and qualifications of staff, as well as the configuration of staff work area and user work stations.
The implications of new technology should be examined in a broad context. What are the existing networks and what are the services being offered? (The services of a knowledgeable library consultant should be considered).	• Technological change will affect the way information is stored, retrieved and used, and will affect the size of staff, their tasks and the layout of work spaces.
Library service in communities of similar size should be examined to compare the size and type of collections, staffing, patterns of use, etc. This information can be obtained from the Ministry of Citizenship and Culture's annual publication *Ontario Public Library Statistics.* The committee should also visit a number of libraries using a checklist such as the one shown in Appendix C to examine services and facilities.	• An examination of similar communities will provide further information about library standards, existing regional networks, and the implications of technology that will be useful when examining and planning future services. A study of the strengths and weaknesses of existing library facilities will be instructive for the committee planning a renovation or new construction.

Objectives

The definition of library objectives should follow logically from the community study, needs assessment and comparison with other libraries and library standards. The building committee has identified by now the existing and potential library users, their interests, information expectations and needs, as well as the existing resources in the community. The committee now can review, and revise where necessary, objectives that will meet the existing and unmet needs of the community for a projected period of time. The chart below illustrates the relationship between library objectives and the services performed in a new or renovated facility.

The Implications of Objectives

Objectives	Implications for Library Services and Operations
Service Objectives	
What is the role of the library in meeting the recreational, educational, research and information needs of the community? How will the library meet these needs for the adults, students, children, visually impaired and ethnic members of the community?	• What are the levels of service for each group?
How will the library encourage greater use and knowledge of its services?	• Orientation, tours, programs, readers advisory services, displays, outreach, publicity, parking, accessibility, hours of operation.
How will the library meet changing community needs?	• Regular review of objectives.
Collection Objectives	
How should the collections be developed to meet the service requirements above?	• **Size and types of collections:** fiction, non-fiction, English, French, other languages, reference, periodicals, newspapers, local history, archives, art collection, donations.
What formats should be included in the collections?	• **Format of collections:** hardcover, paperbacks, largeprint microformats, audio-cassettes, VCRs; audio-visual equipment, artifacts.
How should access be provided to the collections?	• **Organization of collections:** integration of reference collection, integration of children's collection, catalogues, indexes, bibliographic data bases.
How should the library protect collections from loss or vandalism?	• Security systems.

Objectives	Implications for Library Services And Operations
Staffing Objectives	
What are the appropriate numbers, categories and qualification levels of staff required to meet the collection and service objectives?	• Number, and qualifications of professional, non-professional, technical, part-time, full-time staff and volunteers required to meet service and collection objectives.
How does the library provide appropriate human resource management policies?	• Job descriptions, excellent working conditions, competitive salaries, regular evaluations and advancement opportunities.
Will the library require additional qualified staff to build collections for a new facility?	• Space for additional staff and start-up collection.
Could a disabled person work in the building?	• Accessibility to all staffing areas

Policies

Once the library's functions have been outlined in a statement of objectives, policy decisions should be drafted or reviewed to reflect the new or revised objectives. The policies will serve as guidelines for daily operations and will have implications for the spatial configuration of the facility.

Examples of Policies and their Implication for the Facility

Policies	Implications for Facility
Service Policies	
Hours of operation.	• Number of staff.
Number and level of educational and recreational programs.	• Number of staff, size and type of multi-purpose room(s).
Level of reference service.	• Number and qualifications of staff; collection and telecommunications.
Use of multi-purpose room(s).	• Hours and access independent of library; security, staff supervision; size and location of room.
Level of service to students.	• Size of study area(s); number and type of work stations; staff supervision.
Number and frequency of library orientation tours.	• Number of staff.

Policies	Implications for Facility
Loan of audio-visual equipment.	• Relationship to service entrance.
Use of photocopy machine.	• Noise separation and ventilation.
Level of service for disabled persons.	• Degree of accessibility needed.
Collection Policies	
Size and scope of collections.	• Size of library and size of each area.
Acceptance of donations.	• Size of library and storage space.
Weeding and/or microfilm policy.	• Space needed to store bound material and or microformats.
Bibliographic access.	• Size and layout of staff work stations and user work stations; number of online terminals.
Housing the collection.	• Height of shelves, width of aisles, compact shelving, number of microforms.
	• Browsing requirements for disabled persons.
Staffing Policies	
Size and qualifications of staff.	• Staff facilities; size and number of work stations, staff room, lounge and lockers.

Functions and Tasks

Having revised the library objectives and related policies, certain library functions should be identified. It is during the planning process that the library staff should be given the opportunity to review their existing functions and procedures in order to measure their effectiveness in meeting library objectives. Current operations, staffing and functional relationships may be restrained by the existing facility. A review must be undertaken to clarify those functions and their relationships prior to planning the new or renovated facility.

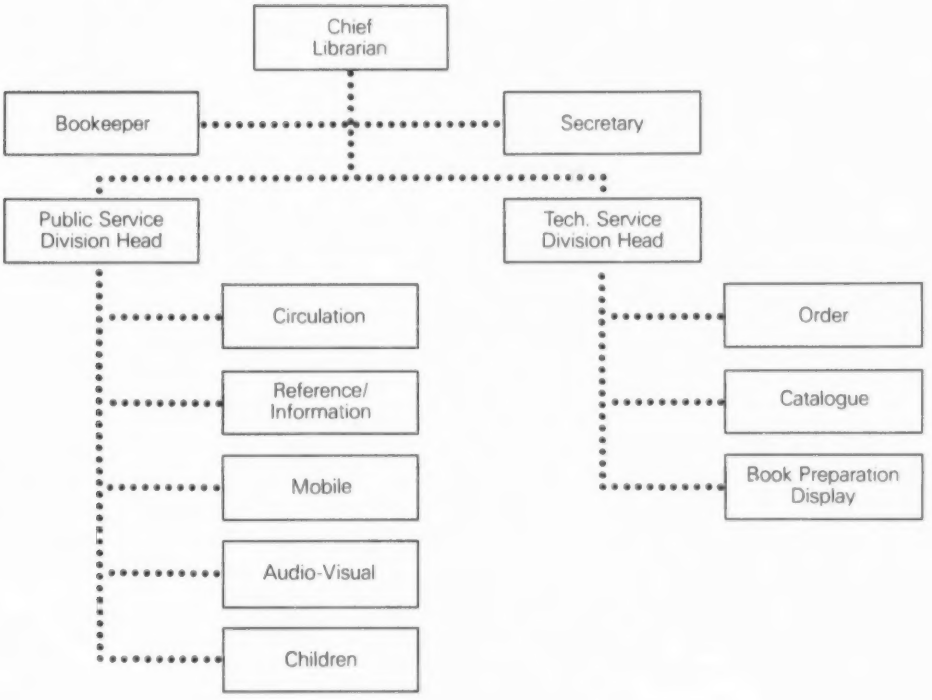
Review of Library Functions and Relationships

Library Functions	Facility Considerations
Circulation: checking materials in and out.	• Automation of circulation will affect operations, staffing and configuration of circulation desk. Mechanical and electrical requirements will also be affected.
Processing Collection: ordering, cataloguing, book preparation.	• Use of a centralized service such as the Ontario Library Service Centre (LSC) will reduce the number of staff and related space. • In-house processing will affect staffing and space.
Catalogue Format: card, COM/fiche or online.	• A conversion from card or COM/fiche catalogue to an online catalogue should be anticipated and the electrical and mechanical requirements for terminal use must be considered.
Information/Reference/Inter-library loan services	• Should information and reference be combined in one place? • Online retrieval services will affect the number and qualifications of staff. • Location and configuration of reference station. • Ontario electronic interloan network may change requirements for qualifications and location of staff, as well as electrical and mechanical requirements.
Collections and Storage	• Different collections (e.g. fiction, govt. documents, archives, art, large print, toys, periodicals, newspapers) in various formats (e.g. cassettes, VCRs, film) will require different methods of preparation, storage and retrieval (e.g. microfilm readers, terminals, film projectors).

Library Functions	Facility Considerations
Community Services	• The number, size, type and time of programs (e.g. children's story hour, crafts, dancercize, lectures, etc.) will affect the size, location, design, furnishing, staffing and/or supervision of multi-purpose room(s).
Miscellaneous: Photocopy machine, micro-computers, building maintenance and equipment storage.	• Acoustic separation, and ventilation.
Volunteers: "Friends of the Library"	• Designated areas for coffee shop, book store, gift shop, etc. should be considered.

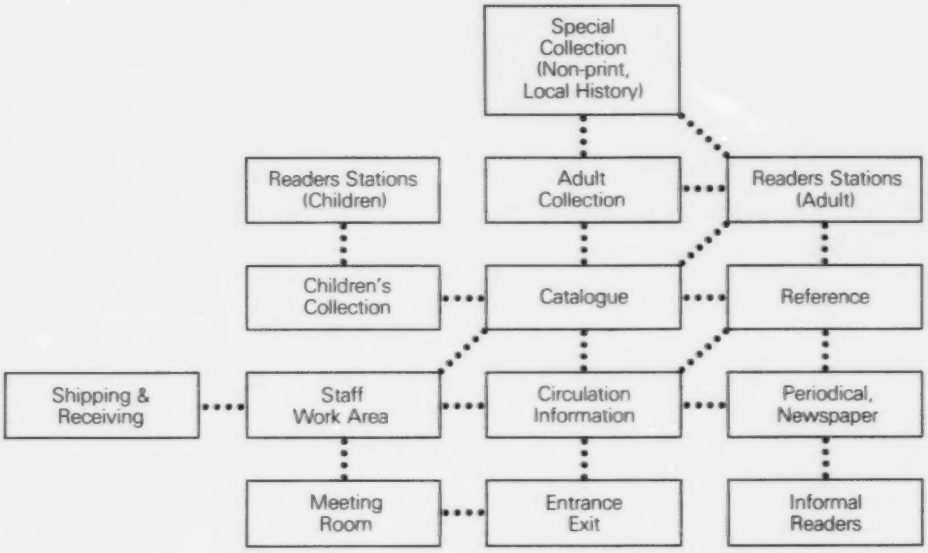
Organizational Structure

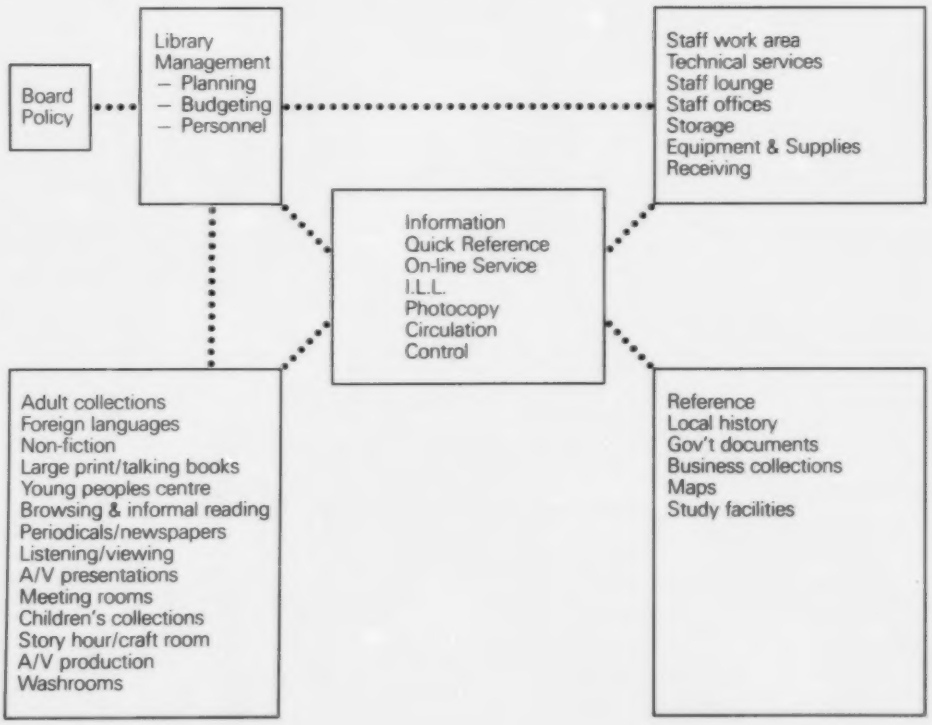
Planning a new or expanded facility usually indicates organizational growth or change. It is useful, therefore, to consider the library's enlarged or re-configured organizational structure through the development of a chart such as the one shown below. Such a chart will highlight the differences between the existing and planned organizational structure and will encourage the committee to consider the space requirements for new or changing library areas and functions.



Functional Relationships

When planning a new facility it is essential that library functions be organized in a way that allows for the most effective provision of service. Functional diagrams such as the ones shown below can be useful in illustrating the special relationships between the various library functions.





Chapter 4 The Library Building Program

The written library program is a document which outlines the philosophy, services and functions of the library as discussed in Chapter 3, and presents estimates of the size and cost of the building that will be required. The building program should justify the need for a new or expanded facility. It should describe interacting functions and their relationships in detail. This document will serve as a reference tool and checklist for the librarian, library board and architect throughout the project.

The program should be written by the person best qualified to do so, usually the librarian or library consultant. The contents should be carefully reviewed by the library building committee and approved by the library board and municipal council.

The introduction to the building program should be straightforward and should serve as a summary of the program contents. The body of the program should be comprehensive in scope, providing information on the library, its role in the community and its relationship to other library networks. The library service, collection and staffing objectives as discussed in Chapter 3 should be included, as should the policies and functions that will enable the objectives to be achieved. Simple charts illustrating the library's organizational structure and functional relationships should also be included. All of this information will be needed to justify the new or expanded facility.

The program must also outline the overall space requirements and corresponding preliminary cost estimates which are based on the total size of the building. Finally, the program should provide general architectural guidelines for the architect, as well as a detailed description of each area in the library. An outline of the contents of a typical library program is provided below.

Suggested Contents of a Library Building Program

Introduction

- Names of the members of the library building committee.
- Person(s) to whom the program is directed.
- Names of libraries visited.
- Summary of:
  - projected population
  - ultimate collection size
  - estimates of usable square footage of floor space
  - estimates of gross square footage of floor space
  - estimated cost
  - estimated schedule.

Body of the Program

- The role of the library within the community.
- Statement of objectives.
- Policies.
- Identification of library functions and relationships.
- Space requirements.
- Preliminary budget estimates.
- Architectural considerations.
- Description of library areas.

Appendices	• Meeting minutes of the library building committee. • Sample user questionnaire. • Architect interview guidelines. • Site selection criteria.

The objectives, policies, functions and functional relationships have been outlined in Chapter 3 and should be included here in the library building program.

Space Requirements and Standards

An estimate of overall space requirements is needed to determine the approximate cost of the new building or renovation. To determine the size of the building, the following information is needed: the projected size of the collection, the projected number of staff and the projected number of users in the library. The Ontario Library Association (O.L.A.), Canadian Library Association (C.L.A.), American Library Association (A.L.A.), and the International Federation of Library Associations (I.F.L.A.) produce and update library standards for both collections and facilities. For the purposes of this guidebook the A.L.A. standards for small public libraries have been used. The committee may also wish to consult the Ontario Public Library Statistics for comparable situations. Some modification of these standards is normally found useful in determining space requirements.

Selected Library Service and Space Standards

Library Components	Collection, Staff and Service Standards	Space Standards
Collections		
• Books	• min. 2 books/capita[1]	• 10 vols./sq.ft.
• Periodicals	• 1 periodical per 100 capita[2]	• 9 period. on display = 125 book vols.[3]
• Reference	• 5% of collection (depending on needs assessment)	• 45 ref. vols = 125 book vols.
Staff	• 1 staff/2,000 capita • 1 prof. staff/5,000 capita	• 175 sq.ft./staff member[4] (includes space for staff lounge, accessible washrooms, lockers)
Users	• 5 user stations/ 1,000 capita	• 30 sq.ft./user
Total building size formula		• .6 sq.ft./capita[5]
Non-assignable space		• 20% of net total

1 American Library Association *Minimum Standards for Public Library Systems,* 1966 (Chicago: A.L.A., 1967)
2 Public Libraries Association Interim Standards for Small Public Libraries: Guidelines Toward Achieving the Goals of Public Library Service (Chicago: A.L.A., 1962)
3 Equivalence formulae for converting documents to book volume equivalence from Council of Ontario Universities, Refinements to COU Space Standards. A Report of the Sub-Committee on Revisions to Building Blocks, Vol. 6 (Toronto: COU, 1978), P. 80.

Building Size Formulae

Using the information from the library services and space standards chart, more than one method should be tested to determine the size of the building. The two methods shown here, for a community having a population of 25,000, produce approximately the same overall square footage, which can be used as a guide to setting a realistic project budget. These formulae do not necessarily apply to communities with a population of less than 10,000. It is recommended that the minimum size for an independent library should not be less than 4,000 sq.ft., and that a minimum size for a branch library is 1,000 to 1,500 sq.ft.

Total Building Size Formula

Average square foot per capita. For a community under 100,000 the appropriate standard is .6 sq.ft. per capita.

Population 25,000 x .6 sq.ft. = **15,000 gross sq.ft.**

Building Size Determined by Major Components

Collection space. For this example, the community of 25,000 has a library collection standard of 2.5 books per capita suggesting a maximum collection of 62,500 volumes. Collection space can be determined by using the average standard of 10 volumes per square foot. This allows for low shelving and wider aisles in specialized functions such as children's and reference collections, with regular shelving and aisle allocation in the larger non-fiction area.

Collection space: 62,500 vols. @ 10 vols. per sq.ft. = **6,250 sq.ft.**

User space. The acceptable standard for user space in a library is 5 user spaces per 1,000 capita. This allows for individual study stations in adult and children's areas, as well as informal seating, reference tables, A/V stations, etc. A space of 30 square feet for each reader station is an acceptable standard.

User space: 25,000 pop. @ 5 users per 1,000 x 30 sq.ft. = **3,750 sq.ft.**

Multi-purpose room(s). Each library should assign space for these rooms based on community service and program objectives.

Staff space. The library standard used to determine the number of staff is 1 staff member per 2,000 capita. The staff required in a library serving 25,000 would therefore be 12 people. Staff space is determined by using a total space per staff member of 175 sq.ft. This figure includes work stations, reader service desks, circulation area, lounge, locker facilities, etc.

Staff space: 12 staff members X 175 sq.ft. = **2,100 sq.ft.**

Summary			
	Collection space	6,250 sq.ft.	
	User space	3,750 sq.ft.	
	Multi-purpose room	(to be determined)	
	Staff space	2,100 sq.ft.	
	Total net	12,100 sq.ft.	
	Non-assignable *	2,420 sq.ft.	(20% of net)
	Total gross	**14,520 sq.ft.**	

* Non-assignable space includes washrooms, janitorial space, mechanical, elevators, staircases etc.

4 National Library, Federal Government Library Survey, Report on the Services and Systems Team, (Ottawa: National Library, 1974), P. 301

5 This does not account for users in the multi-purpose room(s), as standards for these rooms do not exist. The size of these rooms will depend on the library's community service and program objectives.

Open Stacks: Approx. Volumes per Stack Unit

- Approx. number of volumes per linear foot = 8 volumes (allowing for 15-25% expansion)*
- Standard manufacturers shelf length = 914 mm (3')
- Average number of shelves per stack unit = 6 shelves
- Average number of shelves per low stack unit (reference) = 3 shelves
- Average space between shelves = 300 mm
- Average depth of shelf = 250 mm

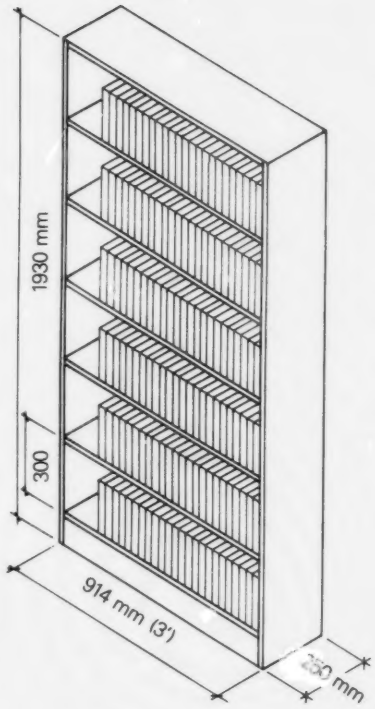
Single Faced Stack Unit (SFS):

- Approx. number of volumes per unit if 75-85% full*
  - Stacks (24 vol. x 6 shelves) = 144 volumes/SFS
  - Reference (24 vol. x 3 shelves) = 72 volumes/SFS

Double Faced Stack Unit (DFS):

- Approx. number of volumes if 75-85% full* = 288 volumes/DFS

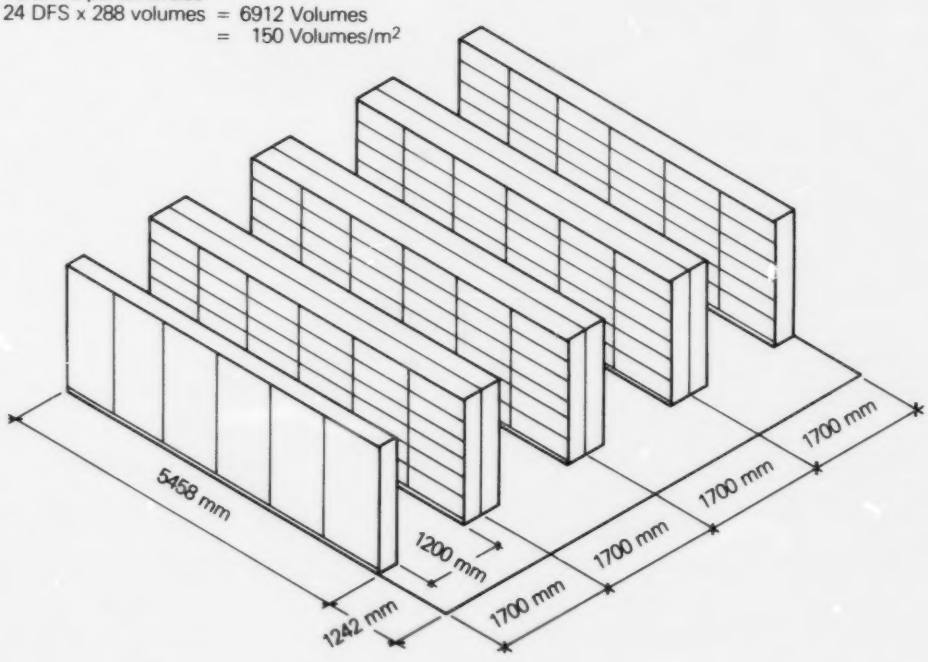
*75-85% full is considered to be maximum working capacity



Open Stacks: Approx. Volumes per m²

Area = 46 m²
Standard aisle width from centre stack to centre stack = 1700 mm
Standard depth of DFS = 500 mm
Standard width of aisle = 1200 mm

Number of DFS: 24
Volumes per DFS: 288
24 DFS x 288 volumes = 6912 Volumes
= 150 Volumes/m²



Preliminary Cost Estimates

Once the approximate size of the new library facility has been determined, both a capital cost estimate and an annual operating cost estimate should be undertaken. These will be essential for presentation to council to secure the necessary approvals and funding. Capital cost estimates will also be necessary as a budget target for the design team.

Capital Cost Estimates

An individual who is qualified to carry out capital cost estimates knowledgeably should undertake this task. This may be the library consultant together with an architect, a local construction contractor, or a quantity surveyor. It should be recognized that capital cost estimates based on a library building program cannot provide a completely accurate budget, and that actual budgets may vary from this estimate by 10% to 15%.

Construction cost estimates should include the following:

- Construction costs for the building
- Allowance for furniture, fixtures and equipment
- Allowance for site work and landscaping
- Design contingency
- Post contract contingency
- Escalation contingency (to the estimated date of tender).

Operating Cost Estimates

Annual operating cost estimates for the new facility may be developed by the library consultant and/or the librarian. These should be projected for the first five years of operation and include:

Collections	• Collections budget and projections.
Staff	• Salaries for full and part time, present and projected staff.
Operating	• **Library:** projected library operating costs - processing, supplies, equipment, etc.
	• **Building:** projected building and equipment maintenance costs, including heating and energy costs, equipment replacement and repair allowances.
	• **Debentures:** if the community has borrowed for the library the annual debt repayment may need to be included.

These should be included with the capital budget estimates and presented to council for approval.

Architectural Considerations

The most important aspect of planning a library facility is the definition of the relationship between user needs and library functions that meet those needs (as performed by staff). It is also important, however, to specify the physical environment necessary for the effective performance of those functions. The architectural considerations listed below will provide the architect with a good understanding of the special environmental requirements of a public library.

Structural and Environmental Considerations	Architectural Implications
Function	• Studies have suggested that the most appropriate and flexible configuration for a public library is a rectangle based on a 5 x 7 ratio. A multi-level library should be avoided if possible. The main floor should be large enough to house all the major functions.
Flexibility	• The changing environment of library services makes it imperative that the interior of a library building have as few as possible major fixed walls or architectural features such as atriums, mezzanines, fountains, and monumental staircases.
Future Expansion	• The possibility that the community population may grow dictates the need for a building that can expand, preferably horizontally. The site must be able to accommodate such expansion.
Control	• To ensure that the library collection is protected and library staff are located in a position to answer user needs, there should not be more than one public entrance/exit from the library. Staff service points should be located to allow supervision of all public areas. An electronic security system should be planned even if not initially installed.
Access	• Conspicuous entrance at street level, easy access for the handicapped and seniors, easily perceived traffic patterns, service points and communication systems should be obvious. Access to user areas and library materials must also be clear and unobstructed. Parking must be adequate and accessible.

Structural and Environmental Considerations	Architectural Implications
Lighting	• Light is one of the most important features in library design and should achieve 70 foot-candles on reading surfaces. In addition, light must be evenly distributed with glare avoided.
Information Technology	• The provision of services and equipment, equipment for use by disabled persons (e.g. terminals, microfilm readers, copy machines, audio/video carrels) related to new technologies implies careful attention to electrical and communication outlets. • Flexibility is essential to allow for the relocation of electrical outlets, and to service changing technology. The possibility of dimming lights where video display monitors are used must be considered.
Acoustics	• Sound should be controlled by careful acoustical treatment. Noisy areas such as staff work stations or photocopy machines should be isolated from quieter user areas.
Heating, Ventilation and Air Conditioning	• The building should be designed to meet energy conservation guidelines without compromising library requirements. Rare books and local history collections require special air conditioning and fire protection systems. +/- 30 degrees to 50 degrees relative humidity (RH) are requirements for both the preservation of library materials and the comfort of users.
Structure	• The Canadian Building Code requires a structural strength of 150 lbs. per square foot in order that book stacks can be placed in any part of the library. Compact shelving on any but a grade level requires 250 lbs. per square foot minimum.
Environmental Conditions	• The library building committee should provide direction on the selection of colours, materials and furnishings. Signage should be consistent, effective, flexible and changeable.

Description of Library Areas

A description of the various library areas will help clarify for the librarian and architect the working structure of the library. Each area should be described and presented in either tabular or narrative form. The following items should be included:

Name of the area;
Function;
Relationship to other areas and the library as a whole;
Special requirements of the area such as noise control, privacy, special equipment.

Examples of Area Descriptions

Area	Function	Relationship	Requirements
Staff Work Area	• Processing new materials, inter-library loans, minor book repairs, periodical processing.	• Near receiving door.	• Flexible adaptable space: storage space; for supplies, books, book trolleys, copier. • Electrical capacity for computer, telephone, typewriter, copier.
Multi-purpose Room(s)	• To serve as a venue for a variety of library and community educational and cultural programs (lectures, dancercise, music, crafts, stories, movies, performing arts, business meetings, receptions, art shows).	• Accessible from main entrance without entering the library. • Adjacent to public washrooms. • Controlled after hours; access depending on policy.	• Flexible space to serve variety of functions. • Adequate chair storage. • Supplies storage (secure). • Kitchen facilities. • Windows with black-out capability. • Projection room; projection screen, secure A/V equipment storage. • Electrical capacity for telephone, computers, typewriters. • Flooring - easy to maintain and suitable for range of use. • Ceiling height suitable for range of uses.
Information/Reference Desk	• Obvious place the user goes to for information. • Serves as work station for reference librarian.	• Visible from main entrance. • Adjacent to reference collection.	• Work station must have space and electrical capacity for telephone, typewriter, computers.

Sample Facility Sheet

In addition to descriptions of library areas, some library building programs include facility sheets. These detail each space, the furniture or equipment it contains or will contain, and any special requirements the function of the space may have. A sample of this type of form is shown below.

FACILITY SHEET

Name of area: _____

_____

Function: _____

_____

Relationship to other functions or areas: _____

_____

_____

Special requirements:

Lighting: _____

_____

Acoustics: _____

_____

Communications: _____

_____

Electrical power/outlets: _____

_____

Other: _____

_____

Furnishings (Type and quantity):

Fixed: _____

_____

_____

_____

Loose: _____

_____

_____

_____

Equipment (Type and quantity): _____

_____

_____

_____

Chapter 5 Facility Options Study

When the librarian and the library board have reached a consensus about goals and objectives, community needs, and a basic library building program to fulfill those needs, it is appropriate to consider the potential facility options.

If there is an existing building or buildings, the options are to renovate within the present structure, or to renovate and expand.

If the existing building or buildings cannot meet identified objectives and needs due to size or location factors, then a new building must be considered. Particularly in cases where renovation or expansion appear to be viable it is important to carefully analyse the capacity of the existing building, and of the projected costs of adapting it. Often a library board operates a building or buildings that are clearly no longer large enough or appropriately designed to deal with growing and changing community needs. Nevertheless, the existing buildings and the property on which they sit may be irreplaceable assets. The board and the librarian must decide whether their existing building or buildings can be adapted, or whether a new building is needed or a building as part of a shared facility (community centre, shopping plaza, school). The relative service benefits, capital and operating costs of each option must be examined.

It is at this point that a facility options study can be an invaluable tool in helping the board to make a wise decision about the re-use of the existing facility. A facility options study does not provide a building design. Rather it gives the library board the necessary evaluation of physical and site options to allow an informed decision which is the basis for future design.

How to Select the Consultants

Developing Terms of Reference

Before undertaking a feasibility study, terms of reference and an invitation to submit proposals must be prepared as discussed in Chapter 2.

The Consultants

The consultants are responsible for taking the library space program and functional relationships defined by the librarian and the Board, and testing their physical feasibility in relation to renovating or expanding an existing building, developing a new facility, or developing a shared use facility.
In selecting a consultant to undertake a facility options study the following criteria should be considered:

- Experience in library planning and design;
- Experience in functional adaptation of heritage buildings to new use, with demonstrated sensitivity to their historic value (appropriate where a heritage building is involved);
- Willingness to work closely with library staff and board and to be flexible and responsive to user needs and client input;
- Willingness to give priority to the unique functional requirements of a small library as the key factor influencing design;
- Ability to provide reliable capital and operating cost estimates.

Structural, Mechanical and Electrical Engineers, and Cost Consultant

Engineering input at this stage of a facility option study is generally required only in cases where there are questions of the structural condition of an existing building, the condition of its mechanical and electrical systems, and the ability to expand or

adapt the building. Such sub-consultants are hired by the consultant or by the municipal council. The need for a cost consultant will depend on the capabilities within the consulting firm as well as the nature, size and complexity of the project.

Fees

Normally a facility option study is undertaken for a fixed fee, which forms part of the consultant's proposal to the client. Fees for a planning or facility option study are not governed by the Ontario Architect's Association, since such a study is not part of a standard architect's services, leading directly to a building design and construction. It is important to recognize that a facility option study provides only the basis for a future design process.

Timing

A facility options study as outlined below may require three to four months to complete.

Basic Components of a Facility Options Study

Of necessity, the components of a facility options study will be adapted to fit the particular circumstances of each library board. However, the fundamental elements of such a study are as follows:

Thorough review of the goals and objectives, needs assessment and library building program by the consultant.

Evaluation of the existing building or buildings. The client should provide the consultant with all existing drawings of the building and all site surveys. If there are no drawings to scale of the building and its site, there will be costs associated with the creation of such documents.

Review of current zoning and official plan regulations that apply to the site or sites.

Preparation of development options that test the feasibility of accommodating the library program within the existing facility, a renovation or expansion in a shared facility, or in a new development on a vacant site. Options should be prepared by the consultant in diagrammatic form at the outset for careful review with the library staff and board. A preferred option will emerge through an iterative process of review, discussion and reworking of the ideas.

Evaluation of structural and mechanical systems. If the preferred option or options raise questions about the structural condition of an existing building and/or the capacity or longevity of its mechanical systems, it may be necessary to have an investigation of these elements undertaken by structural or mechanical engineers. The consultant will generally commission this work and should provide an allowance for its cost within his/her fee proposal.

Preparation of capital and operating cost estimates. Once one or two preferred options have been identified by the consulting team and accepted by the library staff and board as capable of meeting objectives and needs, a capital and operating cost estimate may be undertaken. This will provide order of magnitude capital costs for construction (within 15% to 20% accuracy).

All project costs should be accounted for in this estimate, including site acquisition costs (if any), site development costs, design fees, furnishings and equipment, legal fees, contingencies for escalation and for design changes, unforeseens, etc. Operating costs should be projected for the first five years including projected staffing (senior staff may be required well in advance of opening the new facility), additional collections, a contingency fund for maintenance and replacement of equipment, energy costs, cleaning, grounds maintenance, with provision for any rental revenues.

Final evaluation and recommendations. The final report to the board should provide a clear evaluation of the costs and benefits of a recommended development option. This could be accompanied by diagrammatic illustrations if required.

Implementation strategy. The consultants should provide the client with a clearly outlined strategy for implementation of the development project. This may include:

- Site acquisition (if required);
- Re-zoning (if required);
- Ontario Heritage Foundation approvals (if required);
- Fund-raising - public sector sources - private sector strategy;
- Phasing;
- Schedule for development;
- Staffing and management structure (if required).

Chapter 6 Site Selection

The location of a library is perhaps the single most important factor affecting its use. Extreme care must be used, therefore, in ensuring that a site that meets defined criteria is chosen in an objective fashion. Four categories of evaluation criteria are suggested for each site under consideration: access, site development and availability, library use considerations, and architectural design considerations. A sample scoring table which will assist the evaluation process is appended in Appendix D.

Suggested Site Evaluation Criteria

ACCESS

Pedestrian

- Library users should be able to walk to the library from major employment/ commercial area without having to cross any perceived barriers such as high volume or high speed traffic. The pedestrian must also feel secure at night, and spaces and activities around the site must be well lit and visible from the street.

Transit

- The library should be readily accessible to public transit.

Car

- On-site parking should be adequate for projected use and should conform with local by-laws. Accessible parking facilities.

Handicapped

- The site should allow ground level entrance for wheelchair or senior citizen patrons.

Service

- Easy delivery access and service entry for trucks, vans or bookmobiles is essential for modern libraries. A large volume of heavy material is received as part of the library acquisition program. Resource libraries are part of a broader regional and provincial information network and must route books, journals, films, talking books, etc., around the network on a daily basis.

SITE DEVELOPMENT AND AVAILABILITY

Local Zoning Requirements

- The sites under consideration must meet local zoning regulations with regard to land use.

Cost

- Site costs include such factors as acquisition, demolition and site preparation. Other variables having important cost implications include: size, shape and service capability.

Size	• A smaller site may impose additional storeys on the library. This in turn will necessitate additional public service points which will increase library operating costs.
Shape	• A long narrow site with the narrow end facing the street would dictate a building in which efficient functional relationships may not be easy to attain.
Service Capability	• A site that does not allow ready access to service vehicles might necessitate a wasteful use of building space or inefficient staff working conditions.
Sub-soil conditions	• Sites that have soil strata of low load-bearing capacities, high water tables, underground streams, old foundations, buried utilities, or geological faults will add to the cost of construction.
Site obstructions	• Existing buildings on the site may have to be demolished.
Noise/vibration distractions	• A site near noisy activities such as train, highway, or truck routes may impede the library function of quiet study.
Site availability	• The committee should determine whether the site is owned by the municipality, privately owned but easily available, or privately owned requiring expropriation. Legal restraints such as public concern, re-zoning, easements, deed restrictions, etc., must also be considered.

LIBRARY USE CONSIDERATIONS

Proximity	• Library use studies have demonstrated that a high correlation exists between library visits and other daily activities. Proximity to the following are therefore desirable: (ranked in order of preference) - shopping; - community space such as square or mall which would generate pedestrian activity; - business/offices; - culture/educational.
Ability to encourage other development	• An important factor in choosing a site for a library is its ability to encourage other attractive development or to complement municipal revitalization goals.

ARCHITECTURAL DESIGN CONSIDERATIONS

Satisfy functional relationships	• In order to operate efficiently (and therefore with fewer staff members and less expensively) a library must be able to provide certain primary services or functions on the main floor of the building. Moreover, the services or functions must be accommodated in such a way that the correct priority of functional relationships is possible.
Satisfy scale relationships	• A library should be in scale (bulk, height, etc.) with surrounding buildings.
Satisfy image requirements	• It is important that the public perceive the library to be in an appropriate environment.

Evaluation of Shared Facility Options

The site selection criteria listed above should also be used to evaluate the potential of shopping malls, community centres, recreational centres and schools as possible locations for a library. While a site for a shared facility may score well under the access criteria, it may fall short under the architectural design potential criteria. The functional, scale and image requirements of the library and its cohabitant(s) may not necessarily be complementary, and it is very important that the functions and image of the library not be compromised.

If the library is to be located in a shared facility, then the library building committee must be involved in the planning process from the earliest stage. It must participate in the planning process, the development of the building program, site selection, and selection of the architect.

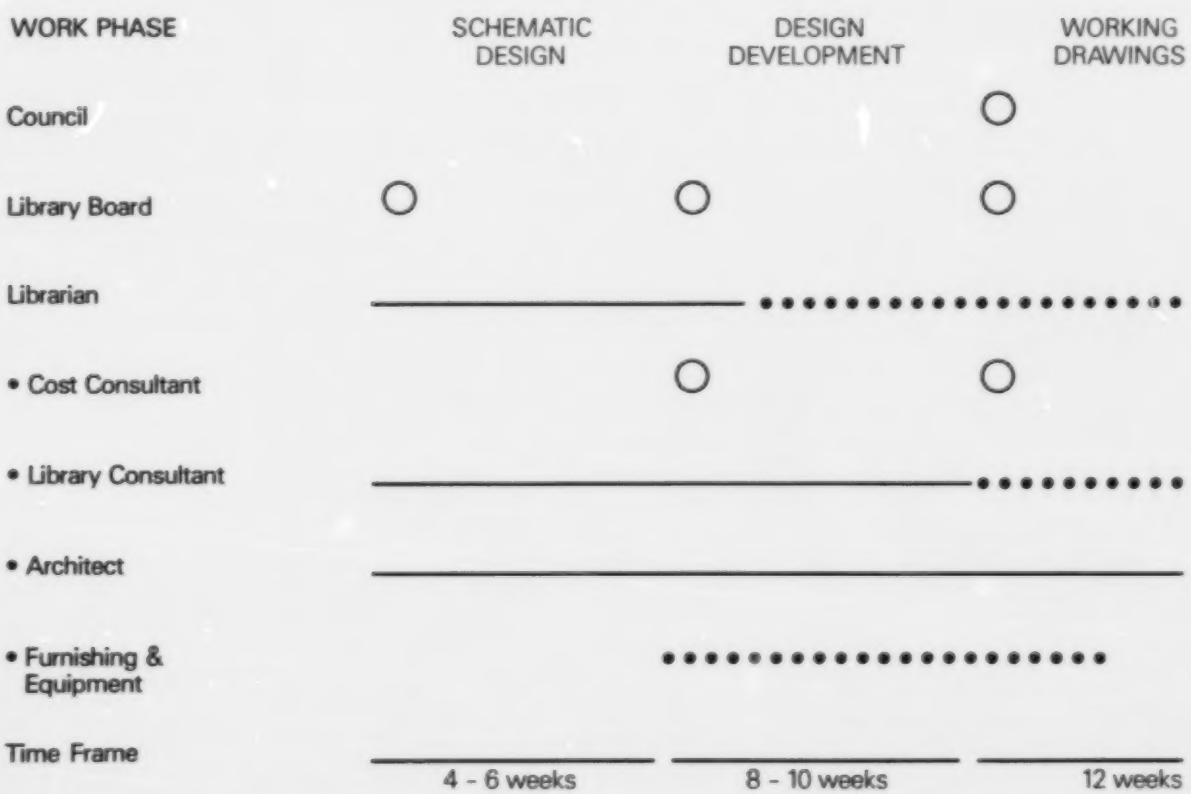
Chapter 7 Design and Construction Schedule

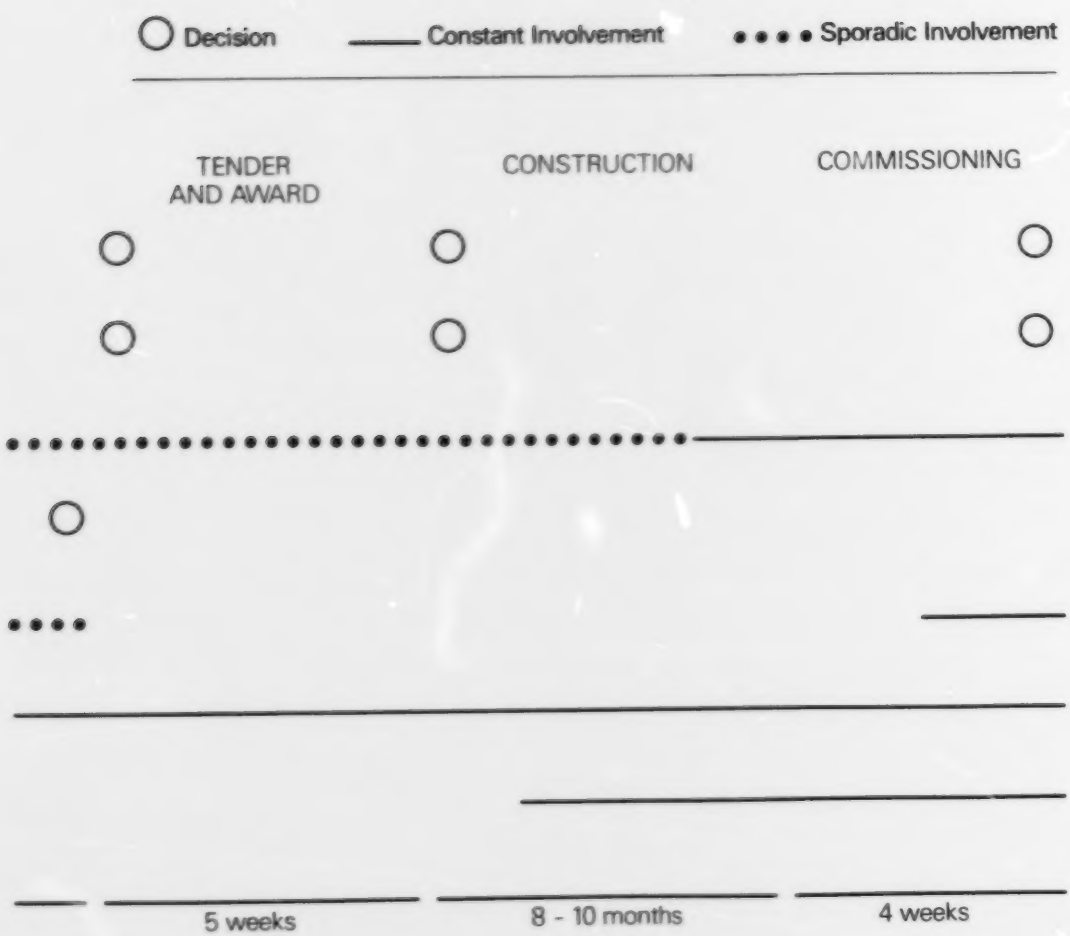
Developing a Project Schedule

The process of designing the new library facility begins with the development of a schedule for the design and construction of the building. This allows the library board to anticipate points at which council approval will be required. It allows the librarian to plan the process of collections development, staffing and moving in to the new building. Finally it provides the library board and the librarian with a framework of progress and decision points which will ensure a smooth working relationship with the consulting team.

It is normally the architect's responsibility as the co-ordinator of the design and construction process to develop the project schedule. The schedule should provide sufficient time for regular design review meetings with the library building committee. Meetings should occur at fairly frequent intervals during schematic design and design development. Meetings can be more infrequent during the working drawing stage. A typical project schedule for a new 15,000 square foot library building is provided below. It must be recognized that the time periods are approximate and that local circumstances and conditions may cause these to vary considerably.

A Typical Project Schedule (for a 15,000 sq. ft. Library)




Decision
Constant Involvement
Sporadic Involvement
TENDER AND AWARD
CONSTRUCTION
COMMISSIONING
5 weeks
8 - 10 months
4 weeks

Chapter 8 Establishing a Cost Control System

The building budget for a new library facility is typically tightly constrained by the funding capability of the local council. The library board is acting in trust for the general public in managing the design process to ensure that the available budget is used wisely and that cost overruns are avoided from the outset. Cost overruns that are not discovered until design of the building is well advanced, or until the contract bids are received, create the need for difficult cost-cutting measures, design changes that may compromise the building, and delays in the completion of the work. Thus, it is essential to establish a reliable cost control system which ensures that cost checks are carried out at each stage of design. The discipline of a cost control system provides an invaluable reference point for both the client and the design consultants as the design of the building progresses. Cost control can be undertaken in several ways, and the library board should seek the advice of the architect about the system that he/she prefers to work with.

Local Contractor's Estimate

The architect may provide cost estimates of the building, calling upon local building trades and contractors to give local building costs. The success of this method is dependent on the familiarity of both the architect and the local construction industry with the type of construction or renovation proposed, and the seriousness with which the local trades will treat the work. Typically a local contractor is not paid to provide such estimates, and should not be given preferential treatment at the stage of bidding (to ensure truly competitive bids, the construction industry must be assured that all bids will be treated equally). The above factors should be discussed fully with the architect to ensure that cost estimates provided in this way are reliable.

Quantity Surveyor's Estimate

A quantity surveyor is an independent cost estimator who may be hired directly by the library board or may be retained by the architect. A fee for such services is charged (typically .5% of construction costs). The use of a quantity surveyor is more expensive than the alternative of using a local contractor. However, the quantity surveyor will have access to current prices, is familiar with a wide range of types of construction, including renovation, and is independent of the architect and can thus provide objective professional advice to the board. A quantity surveyor can also be of considerable assistance to the architect and the board in analysing and comparing the bids received on the project. Cost estimates obtained from a quantity surveyor are generally more reliable than those obtained from the local building trades, and this method of cost control should be considered in complex projects or projects where costs must be very carefully controlled.

Cost estimates of the building design should be undertaken throughout the design process, occurring at the following key points:

- Conclusion of schematic design;
- Half way through design development;
- Completion of design development;
- End of working drawings.

Chapter 9 Schematic Design

The schematic design stage is the stage at which alternative basic layouts and massing configurations for the new facility are explored, tested and revised until both the architect and the client are satisfied that the best alternative has been identified and that the needs of the library can be met.
As discussed in Chapter 2, the architect must first become familiar with the library building program which has been developed in the planning stages of the process. The architect is also responsible for hiring the structural, mechanical and electrical engineers, whose services will be included in the architect's fees. These consultants may be hired by the architect alone, or may be selected in consultation with the library board. A landscape architect and an interior designer may also be hired during the schematic design stage. These services may be performed by the architect for a smaller project. In all cases their work should be co-ordinated by the architect.

Elements of Schematic Design Prepared by the Architect

The architect will prepare drawings showing one or more options for:

- **The site plan** (including pedestrian and automobile access points, service access and loading, parking areas, handicapped access, and any outdoor facilities);
- **Floor plan or plans;**
- **Building massing** (showing scale in relation to shared or adjacent buildings);
- **Building sections** (vertical cuts through the building which show relationships between floor levels (if more than one) and height relationships to surrounding buildings);
- **Facade elevations** (drawings which show each face of the building).

These plans and drawings should be reviewed with the board, the librarian and the library consultant at least every two weeks. The architect must be prepared to respond quickly and willingly to suggestions and functional requirements. The board and the librarian must be prepared to meet frequently, to review drawings and to provide comments expeditiously in order to keep the process on schedule.

Common Schematic Design Issues

At the schematic design stage the librarian, library consultant and the library board should review the designs on a regular basis to ensure that common mistakes are avoided:

- The building should be on one level if at all possible. If two levels are unavoidable, consideration should be given to floor layouts that reduce the need for additional staff to supervise basement or upper floors.
- There should not be more than a single point of public access to facilitate control of the building with the minimum number of staff.
- The circulation desk should provide clear lines of sight to all areas of the building.
- Service and loading areas should be easily accessible to vans and small trucks, and on a single level with the main work area.
- Handicapped access should be provided to all areas of the building.
- Public washrooms, water fountains and telephones should be positioned so that they can be supervised easily from the circulation desk.
- Community multi-purpose room(s) should be capable of providing separate controlled outdoor access at times when the library is closed.

The architect is responsible for checking with the local planning staff to ensure that the building will meet local official plan and zoning codes.

At the conclusion of schematic design, the board and the librarian must formally approve the selected schematic design as the basis for the remainder of the design work. This will generally fix the site plan, building envelope and floor plans for the building.

A cost check should be undertaken at the conclusion of schematic design to ensure that there are no cost overruns.

Chapter 10 Common Design Development Issues

The design development stage is the period during which the schematic design is developed to work out in detail the structural systems; heating; ventilation; air conditioning; lighting; electrical services; materials; floor, wall and ceiling finishes; types of window, doors, built-in fixtures and appliances (e.g. shelving and display systems, circulation desk, work stations, etc.). This stage also requires a high degree of involvement by the librarian, the library board, and the library consultant, who should meet with the architect on a bi-weekly basis to review drawings and material samples.

Also at this stage the interior design consultant (if one has been hired) should be involved in selecting loose furnishings, and colour schemes for the facility, in close co-ordination with the architect.

Some of the common problems of the small library facility that should be addressed at the design development stage include:

- **Flexibility:** Flexibility for future change requires as few fixed walls as possible.
- **Energy Conservation:** The design of exterior walls, roofs, floor slabs, glazing and doors should ensure adequate insulation in terms of R values for the local climate. Depending on site constraints, consideration should be given to the use of passive solar energy as a heating method through south-facing windows. However, such windows must be capable of being shaded by overhangs, deciduous planting or internal blinds to prevent excessive summer heat gain. Proposed mechanical systems should be evaluated by the mechanical engineer for long-term operating efficiency, fuel costs and maintenance costs.
- **Building Equipment:** The architect should ensure that the mechanical systems and equipment can be serviced and maintained by locally available trades people.
- **Lighting:** Lighting intensity, placement and quality are essential, and often neglected, elements of library design. Task lighting on work surfaces and in study carrels is essential and lighting on all levels of book shelving must be sufficient to allow comfortable, glare-free reading and retrieval of materials. Large exposures of windows near either books or readers is neither functional nor efficient in library design.
- **Barrier-Free Design:** It is essential that major areas of the library, including work areas, staff areas and washrooms, are accessible to all library users.
- **Technology:** Work stations must be designed and wired to accept computer terminals at comfortable and adjustable heights. Similarly, catalogue areas must be designed to accept online catalogue equipment and adequate space for users, while distribution of access systems throughout the library should be anticipated. If older printers are being used, the question of noise separation must be considered. Electrical systems throughout the building must be flexible and have sufficient capacity to adapt to changing requirements such as plug-ins for audio cassettes, microcomputers, and video equipment.
- **Furniture:** Furniture should be selected for durability, comfort and ease of maintenance. Recognition that some vandalism may occur will result in the choice of furniture that is durable and relatively easy to clean or replace.
- **Shelving:** It should be recognized that standard shelving units are manufactured in imperial measurements. Building bays must be designed to accept variable modules of standard shelving units.

- **Signage:** Signage should be clear, comprehensive, and easily changed to meet changing services and needs.
- **Local Fire and Building Codes:** The architect should ensure that the building conforms to all local and provincial fire and building codes.

At this stage of the design, the architect will meet with local building officials and fire safety officials to ensure that the design will meet local building and fire codes.

An Outline Specification

An outline specification is prepared by the architect. This document is a narrative description of the assembly techniques, materials and the performance standards that will be required in each element of the building. Performance standards for interior light levels, insulation values in exterior walls, thermally broken, single or double glazing for windows, window materials, exterior and interior wall assemblies and materials are typical examples of the contents of an outline specification. The document must be reviewed with the client, and is then used to assist with cost estimates carried out during design development.

At the end of design development, a cost check should be undertaken by the board and the librarian who should both approve this stage of the work.

Chapter 11 Working Drawings

Upon completion and approval of the design development stage, the architect will begin to prepare the working drawings, or contract documents for the library facility. These drawings will provide detailed floor plans, building sections and elevations. These are the documents used by the buiding contractor to construct the building. They will show all details of the assembly and materials of the substructure, floors, walls, roofing, exterior cladding, windows, doors, interior partitions, interior built-in shelving and cabinetry. The architect will co-ordinate the detailed working drawings of the structural systems, the mechanical systems and the electrical conduits and outlets which are provided by the structural, mechanical and electrical engineers.

The working drawings are accompanied by written specifications. These detail in narrative form the assemblies, and specify the exact materials that are to be used throughout the buildings. Specifications include descriptions of systems and assembly, as well as descriptions of products and their installation. Structural, mechanical and electrical specifications will also be provided by the sub-consultants. The librarian should be particularly careful to review the specifications, since it is at this stage that many key decisions are made regarding finishes and equipment (carpet, tile, wall coverings, shelving units, lighting).

General Conditions

The general condition of the specification will describe the exact nature of the contract between the owner and the contractor including responsibilities, warranties, extent of liabilities, temporary facilities, taxes, permits, signs, hoardings, delivery, schedules, penalties, field engineering, shopdrawing and sample submittal, and quality control and storage.

It is important that the client also realize what the document does not include. A budget contingency for unexpected field conditions, or errors, must be taken into consideration.

Landscaping

The landscape consultant - or as an additional service, the architect - will prepare a detailed set of working drawings for the landscape and site work, which will provide construction specifications and materials for driveways, parking areas, pedestrian paths, and outdoor lighting. Specific tree and shrub species will also be provided.

Interior Design

The interior design consultant, the client, or as an additional service, the architect, will order furniture, fixtures, appliances, and carpeting during this period, recognizing that there is a minimum delivery period on many of the loose furnishings. Provisions should be made in the contract for timing and delivery, and deliveries must be co-ordinated with the builder.

Review and Cost Check

The library board and the librarian must review the progress of the working drawings at regular intervals of approximately one month during this stage. At the completion of working drawings, a representative of the library planning committee (the librarian and/or the library consultant) should review the drawings and specifications in detail to ensure that all of the requirements of the library board are being met.

At the completion of working drawings and prior to going to tender, a final cost check on the design should be undertaken. The architect and consultants will prepare a tender form, general conditions and instructions to bidders and any other special requirements to assist the client in tendering the library facility.

Chapter 12 Tendering, Contract Administration, Construction

Methods of Selecting a Contractor

There are two methods of selecting a suitable contractor to build the new library facility: a lump sum competitive bid, and a negotiated contract. In either case it is the responsibility of the client to award the contract. The architect is responsible for advising the client in this process. The committee and the architect should be familiar with municipal policy and practice with regard to the tendering process.

Lump Sum Bid

In communities where there are a number of local building contractors with the capability of undertaking the construction of the library facility, it is preferable to carry out a competitive lump sum bid for the project. Bids may be requested from qualified contractors through an advertisement in the local newspaper. Alternatively, the library board and the architect together may draw up a list of qualified general contracting firms who will be invited to submit bids on the contract documents. A set of contract documents (working drawings and specifications) is provided to each contractor and three weeks are normally allowed for the return of the bids. During this period the architect is available to answer technical questions from the contractor. A specific date and time are set for submission of sealed bids. Bids are opened simultaneously, one at a time by the client with the architect, engineers and the cost consultant. A minimum of one week is required to analyse the bids and to select the lowest bid, or the lowest qualified bid. Given the public nature of libraries, it is important that the final selection be done in a fair way with no outside interference.

Negotiated Contract

In communities with a limited contracting industry or where a contractor has provided cost estimating services to the owner, it may be preferable to negotiate the construction contract with a single general contracting firm. In this case the contractor should be involved through the working drawing stage so that he/she is fully familiar with the design intent. The working drawings and specifications are issued to the contractor and a price is negotiated. This may be in the form of a lump sum, or a price based on the actual costs of labour and materials plus an agreed profit percentage.

While this method of awarding the contract may save time and allow the contractor to suggest ways of reducing costs, generally the most competitive construction prices are achieved through the lump sum bidding process.

Contract Award

Once the preferred contracting firm has been selected, council will be advised and either council or the library board will enter into the construction contract. Normally, prices quoted in a lump sum bid are held firm for 30 days.

Contract Administration

The architect must maintain an arm's length relationship with both the client and the contractor. The architect acts as a representative of the client through construction, and is the point of communication between the client and the contractor.

The architect will establish communication procedures and a regular schedule of site meetings with the contractor. Records of all meetings should be kept. Throughout construction the architect is responsible for administering the contract, reviewing the

work on a periodic basis to check whether plans and specifications are being met. The architect should attend all site meetings.

The contractor will be expected to develop a construction schedule, with dates for completion of major stages of the work and a final completion date. The architect will review the schedule and ensure that it is being met.

The architect will provide advice or information including additional drawings required to clarify the intent of the contract documents. Changes may be required during construction due to unforeseen conditions (sub-soil, building condition), or minor design changes requested by the client, and must be processed by the architect. Design changes at this stage should be avoided if possible since they invariably result in cost increases beyond the agreed contract sum.

The architect co-ordinates the work of the engineering consultants in relation to construction. Regular visits (on a minimum weekly basis) are made to the construction site to ensure that the contractor is building the library in accordance with the drawings and specifications, that he/she understands the intent of the document, and that the work is being completed on schedule. The architect will report to the client on the progress of the work on a regular basis. A designated member of the committee should be responsible for attending site meetings and visiting the site with the architect.

Payments to the contractor are made by the client in relation to the progress of the work. The architect is responsible for certifying to the client the value of the work completed by the contractor. Some money (a holdback of 10 to 15%) may be retained until substantial completion of the building.

Completion of Construction

When the building is substantially complete, the contractor will notify the architect to this effect. At this time the architect and the client should review the building. The contractor will also inspect the building and prepare a list of deficiencies which he/she will correct.

The contractor submits to the architect an application for a *certificate of substantial performance.* If the architect has determined that the building is substantially complete, he/she will issue the requested certificate and process the release of any holdbacks. The architect will inspect the work and prepare a list of deficiencies that the contractor is required to correct. The contractor corrects these items, completes any outstanding work and submits an application for a *certificate of total performance,* and for final payment. When the architect is satisfied that the contractor has complied with all requirements of the contract, he/she will process the final certificate. At this time the client will make the final payment to the contractor.

Post Construction

The contractor will provide instruction to the library maintenance staff on the operation of all equipment and mechanical systems that were a part of the construction contract.

Prior to the expiry of the standard one-year warranty on equipment and on the building, the client and the architect will inspect the building and note any deficiencies. These will be corrected by the contractor.

Chapter 13 Funding Sources

There are a wide range of funding programs providing both capital and operating funds available to assist with the development of a new or renovated library, and with staffing costs. It should be recognized that these programs are subject to frequent change and that their current status with regard to both criteria for eligibility and available funds must be reviewed when a library project is ready to proceed.

Federal Programs

At the time of printing there are no federal capital funding programs available for local library projects. Several programs are available for job creation and upgrading of skills which can be applied to assist with the staffing costs of a local library. These programs are part of the federal government's job development strategy.

Provincial Programs (Ontario)

Capital Funds

The provincial government has run a number of programs providing capital funds for the purchase, construction and renovation of libraries as well as for the conservation of heritage buildings. As the name of the programs and the criteria for eligibility may vary from one year to the next, library boards are advised to contact the Ministry of Citizenship and Culture when seeking capital funds. Funds may also be available from the Ministry of Energy to assist municipalities with the costs of converting oil-fired heating systems to alternative fuels, and the costs of energy conservation improvements to existing buildings.

Operating Funds

The Libraries and Community Information Branch of the Ministry of Citizenship and Culture provides annual operating grants to municipalities. These are based on the number of households in the municipality. Grants may also be available for skills training, organizational development, events and festivals, internship training, equipment, and the acquisition of collections.

Municipal Funding

Capital Funds

Capital funds for a new library building can be raised in several ways by a local municipality. In growing communities, lot levies which are assessed against all new development provide a pool of funds for community services and infrastructure. Normally, five-year capital budgets are developed by the municipality, to which the library board will provide input with regard to estimated capital requirements. Lot levies are set on the basis of these requirements, and funds become available as development occurs.

If lot levies are not available, or the library is needed in advance of lot levies, the municipality may decide to borrow in order to renovate or build. Municipalities with populations of less than 20,000 must obtain the approval of the Ontario Municipal Board for such debentures. The library board should consult with council about the schedule required to obtain the necessary approvals.

Appendix A

Selection of Architect Sample Interview Guidelines

Date of Interview: _____

Interview Time: (approx. 1 hour) _____

Evaluation Scale:

excellent	5
very good	4
good	3
fair	2
poor	1

Architect _____

I Background

1. How is your firm organized? Who in your firm would work on the design? What would be the contribution and/or supervision by the principals?

   5 4 3 2 1

2. Outline relevant experience in designing libraries. Who in the firm worked on these projects?

   5 4 3 2 1

3. If re-zoning is required for this project, would application for re-zoning or minor variance through committee of adjustment be included in your fee?

   5 4 3 2 1

4. In the event that a construction management contract is used, what role do you envisage for the architect?

   5 4 3 2 1

II Design

1. What is your general design philosophy as it relates to this project?

   5 4 3 2 1

2. Have you had experience with user participation in the design process? How would you facilitate or handle this?

   5 4 3 2 1

3. What special facilities would you consider for library building users?

   5 4 3 2 1

III Consultants

1. What consultants would you use in the following areas?
   Structural
   Mechanical
   Energy
   Lighting

   5 4 3 2 1

2. What is your feeling about use of an interior design and/or furniture consultant in a project of this kind?

   5 4 3 2 1

3. What role do you see for a library consultant in this project?

   5 4 3 2 1

IV Project Management

1. What procedures does your firm use for monitoring projects within your office? How are schedules maintained? How are costs controlled?

   5 4 3 2 1

2. Who in your firm will be the "project" architect? What are his/her qualifications and experience? How frequently will site inspections be carried out?

   5 4 3 2 1

3. How are construction deficiencies carried out and documented? How does your firm handle construction deficiencies?

   5 4 3 2 1

V Fees

1. On what basis are your fees calculated? Are the following included: architectural, structural, mechanical, electrical, landscaping, interior design and library consultants?

   5 4 3 2 1

Appendix B Sample Library User Questionnaire

The results of a library user questionnaire designed to determine who uses the library and why, will often reinforce the findings of the community study and needs assessment. In particular, library questionnaire results will reflect patterns and levels of library use and will highlight user awareness of, and demands for, library collection and services. For example, the questionnaire may show regular after-school use of the library by a large number of students from one or more schools in the community. This may suggest a need for greater co-ordination between library staff and the school board in providing services to the students. A map of the community, when marked by the user, will identify the areas of the community from which the greatest number of users are drawn and may be useful in determining the location of future libraries.

Library questionnaires should be clear and concise and should take no more than a couple of minutes to complete. The attached questionnaire has been designed to be photocopied on two sides of one sheet of paper and attached to another sheet showing a map of the community. The questionnaire is also structured for easy computer analysis. Each community may have particular requirements that should be reflected in the user questionnaire.

Needs assessment is covered in more detail in the Ministry publication, *"Assessing Your Community for Library Planning."*

Questionnaire

The community is anxious to hear the views of library users. This questionnaire will be in the library and we encourage you to circle as many numbers as are relevant. If you have any other comments please write them on the back of the attached map.

DATE: _____

1. In this section we wish to learn why you came to the library today.

- ☐ to return books
- ☐ to borrow books
- ☐ to browse
- ☐ to get leisure reading material
- ☐ to get information about everyday living (medical, legal, how-to)
- ☐ to get information that will help me with my job
- ☐ to get information about a hobby, interest or craft
- ☐ to bring my child
- ☐ to attend a program for (please specify):

2. What kind of books or material were you interested in locating today?

- ☐ a novel of some sort
- ☐ information from the reference collection
- ☐ a newspaper or magazine
- ☐ a book from the children's section
- ☐ books about (please specify):
- ☐ cassettes
- ☐ materials in a language other than English (please specify):
- ☐ other

	YES	NO
3. Does the library have the material you were looking for?	☐	☐
4. Was the material available today?	☐	☐
5. Did you ask the staff for help finding what you needed?	☐	☐

6. How long did you stay in the library today?

- ☐ less than 10 minutes
- ☐ 10 to 30 minutes
- ☐ 30 to 60 minutes
- ☐ 60 minutes and over

7. How did you get to the library today?

☐ Walk ☐ Bus ☐ Car ☐ Other

8. During the last 30 days I have used the library

☐ once ☐ 2 to 5 times ☐ more than 5 times

9. Are you aware that the library offers the following services? Please check yes or no beside each library service.

YES	NO	
☐	☐	large-print books for people with poor eyesight
☐	☐	magazines and newspapers
☐	☐	audio cassettes
☐	☐	books on tape
☐	☐	language learning cassettes
☐	☐	16mm films, slides, video cassettes, projectors
☐	☐	pamphlet file
☐	☐	archives and local history collection

☐ ☐ photocopy machine
☐ ☐ microcomputers for public use
☐ ☐ displays of public interest
☐ ☐ bulletin board space for public notices
☐ ☐ story hour for preschoolers
☐ ☐ children's programs
☐ ☐ adult programs
☐ ☐ reservation system for books and films
☐ ☐ library cards valid at all branches in the community

10. Are there other collections or services you would like to see? In what language?

_____

_____

_____

11. What other (university, school, public) libraries do you use? _____

_____

_____

_____

12. What difficulties did you have in using the library today?

☐ parking space was hard to find
☐ library was too crowded
☐ library was too noisy
☐ difficult to find what I was looking for
☐ library staff not helpful
☐ line-up at checkout desk was too long
☐ accessibility to library and collections
☐ other, please specify: _____
☐ no difficulties

13. Please check off and complete the appropriate places below:

☐ elementary school student Grade: _____ School: _____

☐ high school student Grade: _____ School: _____

☐ community college student Year: _____ School: _____

☐ university student Year: _____ University: _____

☐ retired

☐ a homemaker

☐ employed as:

14. Sex: Male ☐ Female ☐

15. Age: 13 - 16 ☐ 17 - 24 ☐ 25 - 34 ☐
35 - 44 ☐ 45 - 54 ☐ 55 - 64 ☐ 65 or over ☐

16. The attached page is a map of the community. Please put an X in the area where you live. If you do not live on the map, where did you come from today?

Appendix C Sample Checklist for Case Study Visits

There are many aspects of a library facility that will be of interest to the visiting library building committee. It is recommended, therefore, that a checklist such as the one below be used by the committee to organize their observations and comments. A checklist will also ensure that the overall layout and operations as well as the specific functions and design details of the library are noted.

1. Name of Library: _____

2. Community Profile
   - ☐ projected population
   - ☐ demographic profile
   - ☐ number of schools, clubs, etc.
   - ☐ service and information needs

3. Nature of Library Service
   - ☐ maximum book collection
   - ☐ number of staff: FT, PT
   - ☐ level of reference service
   - ☐ number of programs
   - ☐ maximum seating

4. Location, Site, Accessibility
   - ☐ site selection criteria used
   - ☐ transit access
   - ☐ parking
   - ☐ handicapped access
   - ☐ service access

5. Introduction to the Library
   - ☐ initial focus/orientation
   - ☐ entrance
   - ☐ vestibule
   - ☐ exit control/security system
   - ☐ circulation desk
   - ☐ card/online catalogue
   - ☐ online stations

6. Collection Areas
   - ☐ reference
   - ☐ browsing stacks
   - ☐ closed stacks
   - ☐ periodicals, newspapers
   - ☐ talking books
   - ☐ large print
   - ☐ foreign language
   - ☐ archives/local history
   - ☐ government publications
   - ☐ non-print media
   - ☐ art lending
   - ☐ toy lending
   - ☐ children's collection
   - ☐ young adult collection
   - ☐ are the collections integrated?

7. User/Service Areas

   Reading/Study Area
   - ☐ study tables
   - ☐ reference tables
   - ☐ carrels
   - ☐ informal seating

   Multi-purpose Room(s)
   - ☐ art gallery
   - ☐ lecture hall
   - ☐ dance studio
   - ☐ music room
   - ☐ story hour
   - ☐ craft area
   - ☐ chair storage
   - ☐ cloakroom

   Children's Area

   Young Adult's Area

   Computer Area

   Audio Cassette Stations

8. Staff Areas

- ☐ circulation desk and workspace
- ☐ reference desk
- ☐ efficient supervision of library
- ☐ director's office
- ☐ secretarial stations
- ☐ work room: size and flexibility
- ☐ staff lounge with kitchen
- ☐ staff washroom
- ☐ staff lockers

9. Miscellaneous

- ☐ number of floors
- ☐ elevators
- ☐ janitorial
- ☐ mechanical
- ☐ exhibition area
- ☐ book security system
- ☐ book drop
- ☐ public telephones
- ☐ landscaping
- ☐ bicycle racks

10. Note in All Areas

- ☐ clear traffic patterns
- ☐ lighting/standards used
- ☐ temperature, air conditioning; consistency
- ☐ communications flexibility
- ☐ fire exits/fire protection
- ☐ furniture
- ☐ equipment
- ☐ signage
- ☐ ambience
- ☐ internal handicapped access
- ☐ flexibility
- ☐ control
- ☐ expansion possibilities
- ☐ new technology

Appendix D Site Evaluation Sample Scoring Scheme

Although all criteria are important for the site selection process, some criteria may assume more importance in a particular community and should therefore be weighted within the site evaluation scheme. After appropriate weightings have been established by the library building committee, the committee should visit the sites and rank the criteria on a scale of 0 to 3. The score for the category is determined by multiplying the weighting factor by the scale evaluation.

Weightings

0 irrelevant in this situation
1 of minimum importance
2 important
3 very important
4 extremely important

Evaluation scale

0 unacceptable
1 barely adequate
2 satisfactory
3 more than satisfactory

Example

Criteria: ACCESS (weights and evaluations assigned arbitrarily).

	Weight 0 - 4	Evaluation 0 - 3	Score
Pedestrian	4	2	8
Transit	1	2	2
Car	2	1	2
Handicapped	4	0	0
Service	4	3	12
TOTAL			24

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